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***Support Ministry of Tourism and Antiquities
Organizational Development (MOTA) –
MOTA Staff Retreat
Final Report
24 February 2005***

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

This report was prepared by Dr Nicholas Joseph Ruddy, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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ABBREVIATIONS AND ACRONYMS

AMIR	Achievement of Market-friendly Initiatives and Results Program
USAID	United States Agency for International Development
MOTA	Ministry of Tourism and Antiquities
JTB	Jordan Tourism Board
NTS	National Tourism Strategy

EXECUTIVE SUMMARY

The Ministry of Tourism and Antiquities was undergoing organizational restructuring as part of its steps towards fulfilling strategy requirements for better implementation. Hand-in-hand with the restructuring the ministry started a series of capacity building programs and workshops. Ownership of the National Tourism Strategy (NTS) by the various MoTA staff was critical for the successful implementation of the NTS.

The objective of the hereby reported workshop was to interpret the challenges of the national tourism strategy to the staff of the MoTA and obtain their buy in to meet the challenges that are relevant to them. It was also an opportunity to upgrade the knowledge of the Ministry staff related to tourism and the important role it plays in the economy of Jordan as well as developing teamwork spirit. As MoTA is organized in two entities – Tourism and Antiquities and both are major providers of tourism products so it was also necessary to jointly explore how the visitor experience could be improved and enhanced at sites and projects.

The Workshop/Retreat was conducted for 3 days on 1st – 3 October 2004 at the Marriot Dead Sea Resort Hotel. There were approximately 55 delegates in attendance. HE Dr Alia Bouran, Minister of Tourism and Antiquities attended and participated in the workshops. A detailed program is presented in Annex 2.

CONCLUSIONS

The days spent at the retreat with the various ministry staff clearly showed the necessity to pursue with a series of other workshops focused on more technical and specific areas related to the daily performance of both departments – Tourism and the Antiquities. It also showed the various levels and capabilities of the Ministry staff, which shows the necessity to conduct professional training as well to bring the staff up to a different mentality - ideally that of the private sector, which will enable better understanding and more interaction in the future between MoTA and the tourism sector stakeholders.

The retreat also showed a big communication gap between the various departments and divisions generally, and between the Tourism and Antiquities departments specifically. This gap creates many of the obstacles that form the mistrust of the private sector towards MoTA, thus undermining the potentially good relationship and cooperation between both sides. It also forms the obstacles internally within MoTA which prevent from achieving best results and high quality performance.

It is highly recommended that a complete training program is developed for MoTA based on the various professional and technical skills required on the different levels. The training programs should be focused and ideally joining various departments where possible to support a better team building spirit within the organization.

ANNEX 1: Program for NTS Executive Retreat**National Tourism Strategy 2004 – 2010 - Executive Retreat*****Reinforcing the Ministry of Tourism and Antiquities Commitment to the National Tourism Strategy***

Collaborative opportunities to commit to the National Tourism Strategy 2004 - 2010

Friday 1st October, Saturday 2nd October and Sunday 3rd October 2004, Dead Sea Marriott Hotel

RETREAT AGENDA**Day 1 – Friday 1st October 2004****Opening Session – Introduction to the National Tourism Strategy 2004 - 2010**

4.30-4.45	WELCOMING REMARKS <i>EHAB AMARIN</i>
4.45-5.00	OUTLINE, PROGRAM AND PURPOSE OF THE WORKSHOP <i>MATT McNULTY</i>

Session I – Today's Challenge is Tomorrow's Opportunity***Session Objectives***

The objective of this session is to describe the major features and benefits of the National Tourism Strategy.

Session Leader – Mr. Matt McNulty

5.00 – 6.00pm	Outline of the National Tourism Strategy 2004 - 2010 <i>Matt McNulty</i>
6.00 – 6.30pm	Priority Challenges for Jordan's Tourism <i>Joseph Ruddy</i>
6.30 - 7.00pm	Q & A ON MATTERS RELATING TO NATIONAL STRATEGY FOR TOURISM <i>MATT McNULTY & JOSEPH RUDDY</i>
7.00 – 7.30pm	EXECUTIVE DEVELOPMENT EXERCISE <i>RAMEZ HABASH & MUTAZ AL TAHER</i>
7.30pm	BREAK FOR DINNER

Dinner

9.00 – 11.00pm	Bar B Q Dinner by the Poolside, Marriott Hotel Dead Sea Dress: Very Casual
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Day 2 – Saturday 2nd October 2004

Breakfast

7.30 – 8.45am	<i>Breakfast served in the main restaurant, Marriot Hotel Dead Sea Resort</i>
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Session II – Working Better together - Creating the Visitor Experience

Session Objective

The objective of this session is to explain and appreciate the concept of the Tourism Value Chain.

Session Leader – Matt McNulty

9.00 – 9.15	<i>Introductions to Session II Matt McNulty</i>
9.15 – 9.30am	<i>Explain the Tourism Value Chain concept – Matt McNulty</i>
9.30 – 10.00am	<i>Group Exercise: 'Making site visit experiences more satisfying for visitors'.</i>

GROUP EXERCISE - Making site visit experiences more satisfying for visitors'

Exercise Leader – Joseph Ruddy

Facilitators – Matt McNulty, Fadia Hussein, Ramez Habash, Mutaz Al-Taher and Rula Soussou

Participants are requested to work in designated work groups and to draft a plan for improvement of visitor experiences to a selected range of attractions. You should put yourself in the visitors place as the make a visit to an attraction. As you 'walk through' this imaginary experience try to identify the challenges visitors might encounter in having their experience. Following the discussion a group leader will be required to give a brief verbal report to the assembled participants and identify the challenges or obstacles a visitor will encounter.

Work Group 1 Visitor Attraction: Petra Facilitator: Rula Soussou	Work Group 2 Visitor Attraction: Rum Facilitator: FADIA HUSSEINI	Work Group 3 Visitor Attraction: Bethany Facilitator: Ramez Habash	Work Group 4 Visitor Attraction: Amman Citadel Facilitator: Mutaz Al-Taher
10.00 – 10.30am	<i>Feedback from the Exercise Groups – Matt McNulty & Joseph Ruddy</i>		
10.30 – 11.00am	<i>Coffee Break</i>		

Day 2 – Saturday 2nd October 2004

Session III – Presentation by H.E. the Minister of Tourism and Antiquities

11.00 – 11.30am

H.E. Dr Alia Bouran, Minister of Tourism and Antiquities

Session IV – Working Better together - Managing the Challenges in a Visitor Experience

Session Objective

The objective of this session is to develop a collective contribution to the challenges identified.

Session Leader – Matt McNulty

11.30 – 11.45am	<i>Introductions to Session IV</i> <i>Matt McNulty</i>
11.45 – 12.45pm	<i>Exploring Challenges from the Tourism Value chain Analysis</i> – Matt McNulty and Joseph Ruddy
12.45 – 1.15pm	<i>EXECUTIVE DEVELOPMENT EXERCISE</i> <i>RAMEZ HABASH & MUTAZ AL TAHER</i>
1.15 – 1.30pm	<i>Lead in to afternoon session</i> <i>Matt McNulty</i>
1.30pm	<i>Break for Lunch</i>

Lunch

1.30 – 3.00pm	<i>Lunch served in the main Diningroom, followed by a brief walk in the fresh air</i>
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Day 2 – Saturday 2nd October 2004

Session V – Working Better with Partners - Public – Public Partnerships

Session Objective

The objective of this session is to explore forming of effective public – public partnership.

Session Leader – Joseph Ruddy

3.00 – 3.15pm	Introductions to Session V – Joseph Ruddy
3.15 – 4.15pm	Group Exercise: 'Many minds make an improved tourism product'.

GROUP EXERCISE - 'Many minds make an improved tourism product'.

Exercise Leader – Joseph Ruddy

Facilitators – Matt McNulty, Fadia Hussein, Ramez Habash, Mutaz Al-Taher and Rula Soussou

Participants are requested to work in designated work groups to solve a set of problems which currently challenge the development of a world class tourism product for tourism. You will note that your group has now changed and is form into a public – public partnership. Following the discussion a group leader will be required to give a brief verbal report to the assembled participants and present the groups approach to resolving the particular problem presented to them.

Work Group 1	Work Group 2	Work Group 3	Work Group 4
Problem: Conserving the natural & physical environment for tourism	Problem: Making statistics more useful for decision making.	Problem: Improving tourist access and distribution	Problem: Over reliance on traditional attractions
Facilitator: Rula Soussou	Facilitator: FADIA HUSSEINI	Facilitator: Ramez Habash	Facilitator: Mutaz Al Taher

4.15 – 4.45pm	Feedback from the Exercise Groups – <i>Matt McNulty & Joseph Ruddy</i>
4.45 – 5.00pm	Coffee Break

Session VI – Working Better with Partners - Experiential Field Trip

Session Objective

The objective of this session is to experience first hand a visit to an attraction as a 'tourist' and to identify ways to improve your 'tourist experience'

Session Leader – Matt McNulty

5.00 – 6.30pm	Introductions to Session VI (on the coach to the site) – <i>Matt McNulty</i>
	The location of the attraction will be made known as we depart hotel.
7.00pm	BREAK FOR DINNER

Dinner

8.00 – 9.00pm	Executive Game: Who Wants to be a Millionaire? <i>Facilitated by: Abeer Qumsieh</i>
9.00 – 11.00pm	Gala Dinner and Entertainment, Marriott Hotel Dead Sea Resort. Dress : very casual

Day 3 – Sunday 3rd October 2004

Breakfast

7.30 – 9.00am	<i>Breakfast served in the main restaurant, Marriot Hotel Dead Sea Resort</i>
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Session VII – Back to the Office with Commitment - (add sub title)

Session Objective

The objective of this session is to develop the Ministry of Tourism and Antiquities contribution to establishing a competitive advantage for Jordan.

Session Leader – Joseph Ruddy

9.00 – 9.15	<i>Introductions to Session VII Joseph Ruddy</i>
9.15 – 9.30am	<i>Explain the concept of competitive advantage Joseph Ruddy</i>
9.30 – 9.45am	<i>‘Changing the mindset – thinking differently’ Matt McNulty</i>
9.45 - 10.30	<i>Group Exercise: in groups you are required to develop an improved competitive advantage model for tourism in Jordan. This will involve being creative in seeking ways to be more competitive. Joseph Ruddy and Matt McNulty</i>
10.30 – 11.00am	<i>Coffee Break</i>

Session VIII– - Back to the Office with Commitment - Managing Change

Session Objective

The objective of this session is to explore how the Ministry of Tourism and Antiquities can differentiate as a world class destination.

Session Leader – Matt McNulty

11.00 – 11.15am	<i>Introductions to Session VIII Matt McNulty</i>
11.15 – 11.45am	<i>Introduce a model for a differentiated competitive advantage Matt McNulty and Joseph Ruddy</i>
11.45 – 12.15pm	<i>EXECUTIVE DEVELOPMENT EXERCISE RAMEZ HABASH & MUTAZ AL TAHER</i>
12.15 – 12.45pm	<i>Preliminary Action Plan Fadia Hussein</i>
12.45 – 1.15pm	<i>Closing session (confirm ownership and commitment) Matt McNulty</i>
1.15 – 1.30pm	<i>Farewell and Thank you Matt McNulty</i>

Lunch

1.30 – 3.00pm	<i>Farewell Lunch in the Main Restaurant</i>
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ANNEX 2 - Example of Briefing Document for Group Session**Briefing Document for Group Session Agenda Morning Session****Facilitator –Dr Joseph Ruddy**

1. Introduction by Facilitator
2. Suggested Discussion Subjects
 - a. The Relevance of the National Strategy to the Sector.
 - b. The Challenges to be met by the sector in the drive to double the tourism economy.
 - c. How the value chain can be used to change the sectors approach.
 - d. Integrated co-operation with other tourism sectors
 - e. Relationships
 - f. Other
3. The Coalition for Marketing
 - a. Need for the coalition
 - b. How it will work
 - c. What will it do
 - d. What's new
4. Any Barrier Issues likely to Impact on the Sector from any source and possible solutions
5. Any gaps in sector performance that do not meet best practice and could adversely affect growth
6. Any sectoral weaknesses likely to emerge over the period to 2010
7. Any other Issues

Wrap up and summary of key points from Workshop